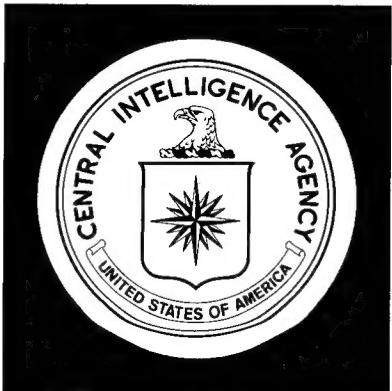


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CIA HISTORICAL STAFF

The Support Services Historical Series

HOUSEKEEPING PLUS:
CIA'S LOGISTICS SERVICES DIVISION
1961 - 1971

Secret

OL-17

July 1972

Copy 1 of 4

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THE SUPPORT SERVICES HISTORICAL SERIES

OL-17

HOUSEKEEPER PLUS:

CIA'S LOGISTICS SERVICES DIVISION

1961 - 1971

by

25X1

July 1972

25X1

Director of Logistics

HISTORICAL STAFF
CENTRAL INTELLIGENCE AGENCY

SECRET

S E C R E T

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HOUSEKEEPER PLUS:
CIA'S LOGISTICS SERVICES DIVISION
1961 - 1971

I. Introduction

The relocation of CIA to the new Headquarters Building at Langley, Virginia in the fall of 1961 exceeded in scale and complexity any move which it had undertaken in its previous history. To accomplish the move the Offices of Logistics and Security and the Building Planning Staff, all parts of the Office of the Deputy Director for Support (DDS), were tasked with complicated planning that required unusual attention to every detail of every facet of the move. For example, the large quantities of classified material had to be especially packed; and the transportation of the material to the new building required special security measures. The problem also involved moving approximately [redacted] employees and some of their office furniture and equipment to the new Headquarters Building during the period from September 1961 through early 1962. In addition, it was necessary to arrange for the delivery and positioning of large quantities of new, unitized furniture, furnishings, and special equipment in the new building prior to the move.

As part of the overall planning for this massive

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relocation, it was determined that there would be a need for well organized and properly managed administrative services in support of the new Headquarters Building. Accordingly, the Inspector General's Staff and the support offices conducted an investigation to determine two things: first, the type of organization that might be formed within the Office of Logistics (OL) to handle the support; and second, the type of services that this organization would render. The June 1961 Inspector General's Survey of the OL suggested regrouping units and functions to separate the pure line logistics responsibilities -- bulk procurement, supply, and real estate functions oriented toward direct support of the overall Agency mission -- from services such as vehicle maintenance, housekeeping, and courier functions. 1/*

As a result of the Inspector General's Survey, it was generally agreed that a semiautonomous division to operate as a central services unit (excluding printing services) should be established immediately after the move to the Langley Headquarters. Furthermore, this division should be designed to bring together in one easily accessible office all routine headquarters housekeeping and

* For serially numbered source references, see Appendix I.

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other service activities. With its offices located in the Headquarters Building contiguous to the operating elements to be supported, the division would be in a position to take necessary action with respect to the host of telephone calls, comments, and requests made to and by senior Agency officials concerning purely routine support matters and problems. The new division would provide increased efficiency in handling support problems peculiar to the Headquarters area. It was acknowledged, however, that, in order to establish this service organization, additional personnel and funds would be required.

On 10 October 1961 the Administrative Staff of the OL, in response to positive suggestions of the Inspector General's Survey, prepared a memorandum for the Director of Logistics (D/L), 2/ proposing that a new Administrative Services Division be established to provide direct support to Agency Headquarters components and personnel. This proposal included transferring the building supply function from the Supply Division to the new Administrative Services Division, since the building supply offices were considered the one logical reference point for all requests for maintenance or other logistics

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support required by the Headquarters customer activities. It was decided that a central reference point would be more efficient and easier for the customers in levying requirements for services. In addition, any requirements that could not be handled in-house could be routed by this office to any point within the OL for proper action. Basically the memorandum proposed that the new division's mission was to provide for direct service to Agency headquarters in support of departmental buildings, personnel, supplies, and telephone communications; to maintain a service for the transportation of passengers between Agency buildings; to provide a mail and courier service within the departmental area; to operate the central Agency telephone system; to operate and maintain the pneumatic tube and conveyor systems within the Headquarters Building, to provide moving services; and, finally, to operate building supply stock rooms for administrative supplies.

The memorandum conceded that the space allocation functions could be separated from the Real Estate and Construction Division (RE&CD) after completion of moves to the new building, as could the functions of the telephone facilities section; but it suggested that including

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these functional areas would increase the overall size of the proposed new division to inefficient proportions. Similarly, the transportation motor vehicle maintenance functions were not included. It appeared logical to maintain shuttle buses and passenger cars under the same maintenance organization that handled the Transportation Division special-purpose vehicles, such as trucks. Also excluded from the divisional responsibilities would be liaison functions with the Public Buildings Service (PBS) Group Forces and with various contractors for maintenance support and technical telephone maintenance. Graphics Aid was not included as part of the proposed Administrative Services Division's responsibilities because the Graphics Branch was rendering direct support only to the OL and DDS.

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II. Establishment of Logistics Services Division

On 27 August 1962 a recommendation 3/ was presented by [redacted] D/L, to the DDS and it was approved by [redacted] the DDS, 25X1 on 5 September 1962. The approval was transmitted by note from the DDS to the D/L:

I have approved of your recommendation to establish an Administrative Services Division. At the appropriate time, there should be some general announcement to this effect in order to try to get requests for administrative services channeled to this Division. I feel quite strongly that the success of this Division will depend in large measure upon the people occupying the key positions in it. Before any definite decisions are made as to who are to fill these positions, I would like to discuss this matter with you further.

As shown in Figure 1,* it was initially planned to call the new Division "Administrative Services." There were to be 198 positions and five branches -- the branch names clearly indicating the nature of the support to be provided (mail and courier, transportation, building services).** Before its activation on 22 October 1962, the division was renamed

* See p. 7a.

** The Conveyor Branch might cause some puzzlement -- it was to be responsible for the operation and maintenance of the pneumatic tube and conveyor belt systems in the Headquarters Building.

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Logistics Services Division (LSD); and from that date through 21 January 1963, 4/ it was formed through the transfer of the various elements from other divisions in OL.* Through the years both the basic organization and functions have remained relatively unchanged (see Figure 2).**

* The realignment from existing OL components and the stated functions of the new division and its branches are given in Appendix B as proposed in [redacted]
27 August 1962 memorandum to [redacted]

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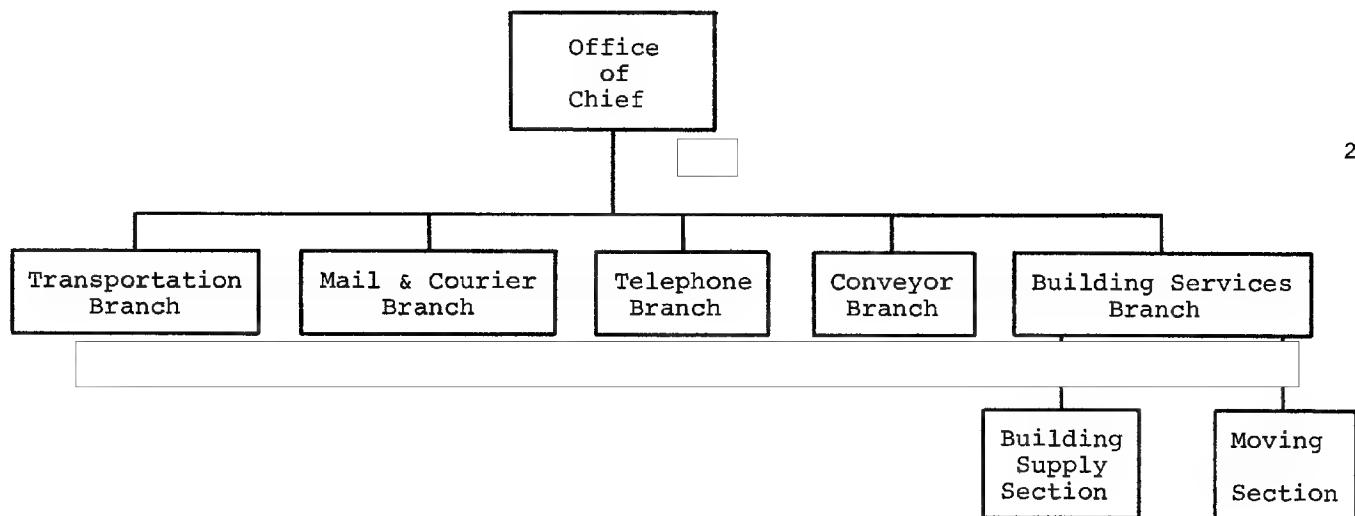
** See p. 7b.

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Figure 1

PROPOSAL FOR ADMINISTRATIVE SERVICES DIVISION
27 August 1962



- 7a -

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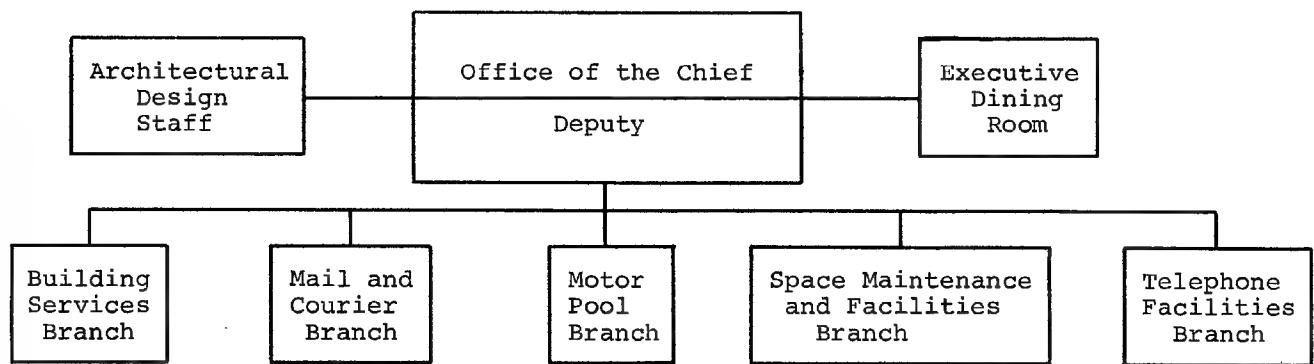
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Figure 2

LOGISTICS SERVICES DIVISION
September 1971

Mission:

Provide logistics support to overt, Agency components in the Metropolitan Washington area. This includes supply and office services, transportation of personnel and vehicle maintenance; building alterations, repair and maintenance; space planning, allocation, and utilization; telephone facilities; and mail and courier services.



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III. Space Allocation and Maintenance

Before moving to Headquarters Building the Agency occupied 42 buildings in the metropolitan Washington area; and it would be the responsibility of the Allocations Section to find Headquarters space for all interested parties. All the buildings, except the one

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[redacted]
[redacted] were acquired from the General Services Administration (GSA) and were under GSA's overall Government building maintenance responsibility. To manage its maintenance activities, GSA is organized on an area basis within Washington--that is, State Group, Monument Group, and the like. Because of their wide dispersal, Agency buildings came under 11 different GSA building maintenance groups.

Contrary to expectations, the Allocation Section was not involved in the planning for either the move to the new building or the moves of the stay-behind components. The Building Planning Staff contracted the move to the new building, and a special assistant to the Chief of Logistics, [redacted] supervised GSA in the stay-behind moves. One of the first components to move to the new building, however, was the Allocation Section.

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On 9 April 1963 the Space Allocations Branch and the Building Facilities Branch were merged into the Space Allocations and Facilities Branch (SA&FB).^{5/} Originally, work within the SA&FB was assigned on the basis of Headquarters Building groups that matched the GSA organization.

A GSA building superintendent was delegated the responsibility for building maintenance and was given an adequate force of mechanics and laborers. By Agency regulations the D/L was responsible for assuring that the building was properly maintained. The SA&FB was designated as the Agency element to carry out the responsibility.

Requests for building maintenance, alterations, and repairs were made by an operating official, or his designee, to the Chief of the SA&FB. Minor requests for repairs to electric lights, plumbing, or heating and ventilating systems were made informally; but major repairs or alterations had to be submitted in writing and explained in detail. The Chief of the RE&CD reviewed controversial requests for maintenance or alteration and furnished guidance; he also reviewed and reported to PBS claims against the construction contractor for construction deficiencies or faulty equipment.

Routine maintenance was a PBS responsibility and was funded by PBS without reimbursement. The Director of Logistics budgeted for a normal volume of moves and

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alterations and for special Agency requirements. In the event that extraordinary moves or alterations were necessary, the requesting component was required to furnish all or part of the necessary funds. The Chief of the SA&FB was delegated authority to approve routine work orders. Where justification was doubtful, costs were excessive, or there were other questionable factors, work requests were subject to review by higher authority.

During the first year of its existence the main responsibility of the SA&FB was to allocate space in the Headquarters Building. During the second year the Branch was confronted with major internal moves, the realignment of space outside the Headquarters Building, and the decoration, redesign, and renovation of special offices in the Headquarters Building. The appointment of an Agency Fine Arts Commission stimulated an awareness in GSA and CIA that interior improvements were needed, and the program was initiated when GSA, acting on a request to obtain help, entered into a contract with Interior Space Design, Incorporated (ISD), of New York.*

ISD formulated an overall decoration design for the Headquarters Building and proposed suggestions for improving the furniture and the housekeeping practices --

*ISD was a Division of Perkins and Will, a nationally known design organization.

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it was at this time that the color standards now used in the Headquarters Building were developed. Both GSA and CIA accepted the plan proposed by ISD, and GSA allotted \$159,000 from its repair and improvement fund to repaint the Headquarters Building inside and out.*

On 30 April 1961 the first of several contracts was negotiated with ISD to provide solutions to other design problems, and plans were made to follow the recommendations as soon as funds were made available. 6/ Naturally the C/LSD, serving as the contracting officer, required the support of C/SA&FB as the representative to deal with ISD. Because of an economic situation in the fall of 1965, it was necessary to discontinue future obligation of funds for upgrading and redecorating Headquarters. The contract with ISD remained in effect, however, until 1967.

Among the special projects that have been monitored by SA&FB,**the following might be noted:

Moves and Space Alterations:

In 1967 -- moved to the New Printing Services Building (PSB) all printing equipment from [redacted]

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* This was two years ahead of the five-year painting cycle, and it was agreed that a paint better than the gray "Navy Surplus" be used.

** The name was changed to Space Maintenance and Facilities Branch (SM&FB) in FY 1967.

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and South Building. The new PSB was supplied with all new furniture.

In 1967 -- completed alterations in Headquarters and relocated Deputy Director for Plans (DDP), moving WH Division from the Ames Building to the Headquarters Building. Total cost for alterations was approximately \$125,000.

Operation Checkerboard was a series of moves during 1968-69 involving components in the Headquarters, Magazine, and Ames Buildings. The estimated cost for alterations was \$100,000.

DDI and CRS reorganizations forced alterations in the first floor area of the DDI space. The CRS component in Key Building moved to the Headquarters Building. The approximate cost of alterations was \$125,000, and the moves occurred from the end of 1968 to 1970.

Barber Shop: A six-chair barber shop was installed in the Headquarters Building. It opened for business on 15 July 1965.

Grounds Keeping: In conjunction with GSA, SM&FB initiated a grounds-keeping improvement program in 1964, and \$11,600 was spent for the replacement of trees and shrubs. A root feeding and watering system was adopted, and it is now

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supervised by a GSA horticulturist. A tree identification and marking program was established.

Provision of Laborers: As a result of a jurisdictional labor dispute in December 1964, the Agency stopped hiring laborers under the GSA labor pool contract. Work formerly performed by ten laborers obtained under the GSA contract is now (1970) performed by LSD personnel on a voluntary overtime basis.

Installation of Grille, Main Entrance, Headquarters

Building: On 30 October 1968 a special meeting was called by the Chief of LSD with the Fine Arts Committee (FAC) to discuss the installation of a safety grille in the vestibule inside the main entrance of the Headquarters Building. All the other entrances had safety grilles, but in the original concept of the Headquarters planning it was decided that the main entrance would not require such protection. The upsurge of radical activities in the late 1960's altered this concept. It was planned that a motorized grille of 3/8" round stock of stainless steel or anodized aluminum be housed and hung in the ceiling framework. The FAC approved the basic concept and the development of technical plans. A feasibility study was made by one of the original building contractors -- Edwards and Hjorth in New York. The plan was turned over to GSA

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for contracting with an architectural and engineering firm to bring together plans for the working drawings. On 5 June 1970 the installation was completed and accepted by GSA.

Assignment of LSD Representative to the Rosslyn Area:

On 25 October 1965 a representative of LSD was assigned to the Rosslyn area, with responsibilities for visiting units in the Key, Magazine, Ames, Central, East, South, [redacted], Arlington Towers, [redacted] and 1000 Glebe Road buildings to observe the assignment and utilization of space, for developing liaison with the GSA Group Forces, for maintaining lists of job orders outstanding and their status, and for providing the Chief of LSD with a monthly status report.

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Preparation of Recreational Facilities, Headquarters

Building: On 19 June 1968, installed a baseball diamond and purchased and placed wooden picnic tables and benches as well as park benches on the Headquarters campus for use by Agency personnel.

In addition to its responsibilities for support of special projects as noted above, the SM&FB also has the responsibility for maintaining the auditorium. This entails scheduling its use and providing required equipment, stage props, lighting, projectors, and tape

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recorders. In a 9 October 1963 memorandum, the DDS directed the D/L to record any talks made by the DCI, the DDCI, or other important personages. Transcripts were to be made available to the sponsoring component with specific instructions that the component be responsible for obtaining the speaker's permission to make any additional distribution. The distribution and duplication of tapes is the responsibility of the sponsor.

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IV. Design

Ever since its inception LSD has needed architectural services to ensure the systematic discharge of its responsibilities for space control and utilization, building alterations, office moves, office telephone systems, and designing for special projects. Although responsibility for these functions was divided among three separate branches within the division -- the SA&FB, the Building Services Branch (BSB), and the Telephone Facilities Branch (TFB) -- the architectural services function utilized by all three of them was attached to the SM&FB. A senior staff architect, [redacted]

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[redacted] was detailed from the RE&CD under the direction of the Office of the Chief of LSD to review, evaluate, place in order of precedence, and act as coordinator for the projects or programs that required the majority of the architectural work produced.

A 15 October 1968 memorandum to the D/L from the Chief of LSD recommended that the Architectural Design Staff (ADS) be established. The proposal was approved by the D/L on 4 November 1968. The table of organization was approved by the Director of Personnel on 25 September 1969. The staff was to be composed of

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five positions, with the chief reporting directly to the Chief of LSD. Mr. [redacted] was designated the Chief of ADS. Two senior positions were transferred from the RE&CD, and the remaining positions were to come from the SA&FB.

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The functions of ADS are (1968-71):

a. To maintain on a current basis the master drawings showing the utilization of all space, except [redacted] occupied by the Agency in the Washington metropolitan area.

b. To provide technical guidance for components of the Agency in developing requirements for, and planning the utilization of, space.

c. To provide technical guidance and design services for special projects involving architectural considerations.

d. To prepare working drawings for use in making building alterations, in office moves, in office telephone system installations, and in other approved projects.

e. To provide and maintain complete statistical data on the Agency's current and projected occupancy of space in the Washington metropolitan area.

f. To maintain liaison with the RE&CD on

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matters relating to architectural services in the Headquarters area.

g. To monitor the progress of alterations and construction jobs to ensure that they are done in accordance with specifications.

h. To advise the Chief of LSD and make recommendations in matters involving architectural considerations.

Pertinent statistical data on space utilization, with personnel square-footage ratios for all components within each directorate, are maintained by LSD. The continuing information system known as the Computer Run on Agency Metropolitan Washington Area Space (CRAMS) provides a basis for the semiannual report to the DCI. For space utilization analysis all related information is available from the computer output; updating verification on short notice or on random requests for data is produced and circulated quarterly to 52 components. An interim distribution is made if a major move occurs. Both the data and the system are being refined almost daily to ensure current statistical information on all categories of utilization information.

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V. Cafeteria

The Headquarters Building food service was a challenging undertaking. The problem was to determine whether the Agency could and should attempt to provide cafeteria service in the new building by some means other than by requesting Government Services, Incorporated, (GSI) to operate the cafeteria facility. An extensive study was conducted by the Building Planning Staff (BPS); the conclusion was that it would be uneconomical and administratively impractical for the Agency to provide its own cafeteria service. The trend of the past and the intent of current law, particularly as interpreted by the Comptroller General, is adverse to the provision of such services by the individual agencies. All of these combined factors militated against seeking legislation permitting the Agency to undertake the cafeteria service. It was recommended that the Agency request the PBS to extend its contract with GSI, to include the cafeteria service in the new Headquarters Building. 7/ The recommendation was unanimously concurred in by the General Counsel, the Director of Personnel, and the DDS. 8/

Two modern self-service cafeterias provide (1971) food for approximately 6,500 people a day. A

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table service area was also provided. The orginal plan for the two small service dining rooms was to accommodate approximately 135 people. The room was divided to segregate the regular CIA personnel from Agency employees accompanied by uncleared guests. During the fall of 1970 the service dining rooms were reconfigured by LSD for GSI as a buffet service. The two small rooms were opened as one large room and named the "Rendezvous Room."

Visitors and guests are permitted access only into certain designated dining facilities. Visitors not cleared and badged are restricted to use of the North cafeteria. By memorandum from the DDS to the D/L approval was granted to all persons cleared and badged by the Agency to patronize both the cafeterias and the small dining rooms. 9/

On 13 December 1962 an agreement was entered into between GSI and Audo-Vend Coffee Time, Incorporated giving the latter permission to operate vending machines in the CIA Building, Langley, Virginia, from 1 January 1963 to 31 December 1966. A renewal option for another five-year period, subject to mutual agreement by both parties was also included. 10/ The Chief of SA&FB was to act as the liaison officer between the Agency and the managers of the cafeterias and the vending machines.

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It was understood that only such business as specified in the agreement would be conducted on the premises. In all, 13 vending machine rooms have been located in various parts of the Headquarters Building to provide convenient food service to all personnel. The vending machines contain hot and cold foods (soups, sandwiches, and the like), drinks, coffee, and milk. There are also two stands operated by the Virginia Commission for the Visually Handicapped where packaged foods and sundries may be obtained.

As the years have passed, however, there have been many complaints about the quality of food, the service, and the increase in prices. The representatives of GSA and GSI were informed that the Agency was forced by prevailing conditions to take an active part in inspection, monitoring, suggesting, reporting, and taking such action as indicated to improve and upgrade the GSI cafeteria operations at Langley, Ames, and NPIC. A representative of OL, [redacted] was assigned 25X1 these responsibilities on a full-time basis from August 1968 to January 1969.

A survey was made, and a comprehensive evaluation was submitted. On 11 October 1968 a meeting was held in the office of the D/L with officials of GSA and

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GSI to discuss the GSI operations. It was the consensus that labor problems were the root of many of the difficulties and that more and closer supervision would assist in upgrading the cafeteria operations.

On 8 November 1968 a cafeteria committee was formed to study the management and operation of the cafeteria and report to the D/L. Members of the first committee were

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The committee provided a mechanism for Agency personnel to express their opinions and suggestions regarding the cafeteria operation.

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supply rooms, which issued stationery and other office supplies to employees in 34 Headquarters area buildings at a cost of \$500,00 a year. Two supply rooms had full-time storekeepers; the other nine operated on a schedule that permitted one storekeeper to serve several buildings, traveling from one building to another by shuttle bus. Generally, property was issued against a simple type of requisition known as Form 1490, which almost any secretary could sign.

The plan for the new Headquarters Building called for a single supply room located on the ground floor. Secretaries could visit the supply room or send written orders through the pneumatic tubes and receive supplies by the belt conveyor or the courier system. This operation is still in effect. There are seven self-service satellite supply rooms. The satellite rooms are not manned; they are serviced, however, by BSB in terms of resupply, cleanliness, and orderliness. One BSB employee makes a daily scheduled run to all rooms to inspect them, straighten them up, and restock the shelves. There is also a weekly inspection by a supervisor to ensure that the rooms are kept in good condition.

Theoretically, the Chief of BSB is responsible

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for all \$4 million of non-expendable property on his accounts; but the responsibility is hard to maintain. Office supplies in the amount of \$2,000 are issued daily. Generally, items valued at less than \$10 are considered expendable. Supplies known as "take-home items" are an acknowledged problem to storekeepers who have faced the wrath of employees who want scotch tape in mid-December. At one time, supply rooms were issuing cheap ball-point pens at a rate of 4,000 per week. On balance, the Agency has saved money by avoiding the paperwork that would be required to control these abuses. A substantial savings could be realized, nevertheless, if a greater sense of responsibility and economy could be instilled in some of the people who draw supplies. A further savings might be realized from standardization; but again the consumers' whims increase Agency costs.

The BSB's smallest but perhaps most active account is for operational supplies such as briefcases, cameras, tape-recorders, and portable electric typewriters for immediate loan. These items are for temporary issue only, by hand receipt, and personal custody of them is limited to 90 days.

BSB requisitions the large majority of supplies directly from GSA on an average 26-day delivery cycle.

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The [redacted] is the backup supply point if there is a failure or delay in delivery or non-stock situations. The Branch has a small petty-cash fund that is used to acquire items of property not readily available from normal supply sources.

Inventory of electrically operated office machines was begun in February 1969, and all items were identified and turned over to individual components through establishment of separate accounts for the specific items. The responsibility for the maintenance and repair of office machines and equipment was given to the Building Services Officer, and at present (1971) there are approximately 40 annual service contracts that represent \$240,000 of LSD funds. The service contracts also include such items as laundry, towel rentals, floor mat rentals, furniture renovation, carpet installation, and installation of standard draperies. (An average of 8,000 square yards of drapery is installed per year.)

A security program was established for contractors' employees who had to be admitted to Agency buildings in the Washington area to repair or service office machines; and it was necessary to include in the contract the

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provision that the Agency must approve the service personnel who were to be admitted to Agency buildings. In addition, such personnel were required to submit minimum biographical data; approval had to be granted by the Personnel Security Division of the Office of Security; and lists of cleared personnel were maintained in the office of BSB. Provisions also had to be made for ad hoc approvals -- by the Logistics Security Staff -- for repairmen to enter the building under special conditions.

The practice of telephone calls to contractors was discontinued. In lieu thereof all service men reported to Headquarters to BSB, and then the service men were taken under escort to the office where the work would be monitored. BSB maintained records that the work had been performed. At other buildings in the Washington area the calls were processed by the building receptionists in a similar manner.

The access of service men to sensitive areas was under control of the Building Supply Officer, and whenever possible a work area to which portable machines could be moved for repair was provided. [redacted] 25X1 which covered security of areas, offices, and buildings, provided for the admittance, escort, and control of

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commercial contract and special workmen. These controls were identical with those imposed on other uncleared US citizens who visited Agency buildings on official business; and security clauses were to be included in repair and service contracts to ensure certain security standards (for example, the non-admission of aliens).

It was quickly determined that the BSB did not have enough personnel to assume additional escort duties for repair and service visitors to Headquarters, and the component to which a visitor was summoned was found to be better qualified to provide secure escort service -- savings in time would be reflected in lower costs for a given service call. The contractors were required to warn their employees that failure to safeguard any classified information they might inadvertently obtain made them subject to punitive action under the Espionage Laws of the United States.

A special procedure was worked out in conjunction with the TFB and the SM&FB for the completion of jobs by telephone company personnel and GSA trades in areas where furniture or equipment were to be moved. A moving schedule is (1971) prepared daily for execution by a night crew composed of WAE's. In addition to reducing time lost by GSA trades waiting on the job during

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the day for equipment to be moved, the use of WAE's at night for this work and for such tasks as clearing corridors, loading excess furniture, and escorting carpet installers and anti-static crews cuts down on Branch overtime.

The BSB is also the support element setting up furniture, tables, and chairs for the monthly Red Cross Blood effort. Furniture is transported from the [redacted] to the tunnel area of Headquarters the afternoon before the Blood Donor Drive, and it is returned to the [redacted] upon completion of the drive. This operation required a total of 10 hours of extra duty.

The BSB had the unpleasant task of receiving and picking up all excess, obsolete, and unserviceable property. Each year the Branch has the responsibility of conducting "Operation Cleanup."* During the 1968 campaign, property turned in was valued at \$67,821. The property was inspected, repaired at the [redacted] and placed in stock for reissue, or it was turned in to GSA for general government utilization.

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* For a Support Bulletin article concerning Operation Cleanup, see Appendix C.

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IX. Transportation

Providing adequate transportation support for the relocation of the CIA from the widely dispersed offices to the new building was a major task. The BPS of OL had been involved in all aspects of the relocation in the new building and had coordinated with the Transportation Division (TD) of OL on all transportation support matters. It was agreed that the TD would carry full responsibility for transportation functions except those relating to personnel, official files, and everyday working equipment in the various offices that were to be relocated in the new building.

To provide more efficient motor-pool services within the new expanded area of operation, it was necessary to relocate the motor pool. Dispatchers and passenger motor-pool operations would move to the new building a week in advance of the employees. Radio-controlled motor-pool vehicles would be relocated throughout the group of buildings, as required. The BPS had arranged for GSA to handle this part of the relocation.

Negotiations were conducted with the transit companies serving the greater metropolitan area in order

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On 7 December 1962 a meeting was held to discuss the subject of the transfer of the PVS from the Transportation Division of OL to LSD and it was decided to make the transfer. Under LSD the Chief of the Motor Pool Branch would be responsible for the PVS and the garage.

It was agreed that the transfer of the PVS functions would be effective 17 December 1962. 18/ It was further agreed that TD would prepare and coordinate the changes to [redacted] required by the transfer of responsibilities. LSD would now be responsible for arranging for charter bus service; renting limousines; maintaining shuttle bus service for Agency personnel between Agency offices, State, the Pentagon, and the Executive Office Building; installation and servicing of two-way radios; liaison with commercial bus companies; budgeting for vehicles required by PVS and the Mail and Courier Branch;

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mileage of the assigned vehicles averages 1,440 miles a month.

There is a requirement for passenger vehicle service for official visitors attending meetings within the metropolitan area. The requests for this support are for Heads of State, Ambassadors, Station Chiefs, and Contact Officers. Transportation is needed also to take officers to special locations for training or to meetings [redacted]

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or to various seminars and briefings.

There are (1971) four shuttle-bus routes that carry about 4,100 passengers each a week within the Washington metropolitan area, with little variation between winter and summer months. The "Blue Birds" average 3,600 miles a month. One security carry-all is driven more than 6,000 miles a month. The bus and limousine drivers work a total of more than 250 hours of overtime a month. This is necessitated by early morning and late afternoon runs necessary for "rush hour" passenger movement.*

The motor pool supplies vehicular support -- such as snow plows, wreckers, panel trucks, and carry-alls

* Some additional idea of the magnitude of the shuttle-bus activity can be gained by examination of Appendix D, a current (1971) shuttle schedule.

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equipped with radio -- to the Agency during snow emergencies, civil demonstrations, or riots. The MPB was physically administered from the Rosslyn Garage location and the PBS from Headquarters Building. The relocation of MPB Garage from [redacted]

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[redacted] was accomplished on 31 October 1970. All Agency equipment removed and the keys to [redacted] turned over to GSA on the same date. The table of organization for the MPB was 49, including the Chief and Deputy Chief. Safe Driving awards have been given each year. This recognition is consistent with similar programs of other Federal Agencies.

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It is the policy of the courier service to maintain scheduled courier pick-up and delivery service to meet regular needs and to provide special service as required. All couriers have been designated alternate Top Secret Control Officers, which enables them to pick up and deliver to points outside the Agency material classified through Top Secret. They have been issued an ID courier credential that contains their photograph and a notation that they are accredited couriers for the CIA and are authorized to transport classified material

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and other delivery points as required; Treaty Organization -- enables them to pick up and deliver NATO, COSMIC, and SEATO material. In addition to these clearances, the Agency's Top Secret Control Officers periodically submit courier signature authorization memoranda to the USIB member agencies and other Government agencies.

Pursuant to PL 110-Section 6D, 81st Congress, CIA has authorized Agency couriers to carry firearms in the performance of their official duties for the protection of documents and other sensitive materials. The Branch has [redacted] couriers who are qualified in the use of sidearms. Firearms instructions and training are given under the direction of the Office of Security. In order to qualify, a courier must fire a qualifying round of 210. After he has qualified, the courier is issued a firearms credential that states that the individual is engaged in the transportation and protection of highly classified matter on behalf of the Central Intelligence Agency. In accordance with [redacted] the individual must requalify every six months.

The MCB provides an armed courier on assignments involving the risk of theft or compromise of classified information. Such runs are usually made to [redacted] Field

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Offices. Two couriers are assigned daily to transport classified mail, including Top Secret, SI, and vital materials, to and from the Records Center and the Office of Communications installations [redacted]

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Two staff couriers with firearms are assigned, Mondays through Fridays, to provide for the pick-up and delivery of cables for the Cable Secretariat and the CIA Watch Office.

The Branch is located in the Headquarters Building adjacent to the south loading dock, which serves a variety of other loading and transportation needs. The courier vehicles are standard sedans and trucks with security modifications to adapt them for the transportation of classified material. The Branch

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[redacted]

The shortage is indicative of the average low grade and the relative youth of the employees. Employees are frequently called up for military service, decide to seek different careers, or leave to further their education. The new employee is generally hired as a GS-04

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Courier Trainee, progresses to a GS-05 Journeyman Courier, and finally advances to a GS-06 Staff Courier. In the history of the OL Courier Service there have been no instances involving intentional diversion or theft of documents, and no documents have been lost. This probably is due, in part, to the document control procedures developed and proven over the years; much attention is given by the management of the Branch, however, to the indoctrination of new couriers.

The Agency's Regulations Control Branch has published (23 July 1968) [redacted] a handbook for the [redacted] courier service; and, considering the relatively low grade structure, it apparently has succeeded in providing tangential psychic income to the couriers.* The [redacted]

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* A copy of [redacted] is attached to the report as Appendix E.

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25X1 Although directed to the full-time couriers
assigned to Agency [redacted] courier services, the hand-
book also provides guidance for other Agency employees
who are, from time to time, designated as emergency
couriers. While many of the basic procedures have obvious
application to [redacted] courier operations and internal
Agency messenger services, this handbook applies specific-
cally to [redacted] courier operations only. Incidents or
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problems occurring outside the general guidelines of

25X1 [redacted] are referred to the Office of Security.

The Agency courier service operated under LSD includes operations in six organizational elements,

25X1 employs approximately [redacted] persons, and serves more than

25X1 [redacted] delivery points. The couriers do not deliver mail beyond the point of registry; this is the responsibility of the component registry unit. Courier posts are located in each of the Agency buildings within the metropolitan area. These operations are integral to the following offices: the National Photographic Interpretation Center, the Office of Special Projects, the Office of Special Activities, the Office of Security, the Office of Current Intelligence, and the Office of Logistics.**

** In addition to the standard service provided by the MCB, various Agency components maintain their own specialized courier services.

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XI. Executive Dining Rooms

The Director's Dining Room was established in 1952 by [redacted] then the DCI. The original facility was located in the basement of the Administration Building at 2430 E Street and was operated by [redacted] the chef, and [redacted] [redacted] a waiter. The dining room was used by the DCI and his deputies and guests. The room was small; its one table could seat only eight people.

The operation of the dining facilities expanded somewhat when the DCI, then [redacted] and his staff moved to the second floor of the South (later called the Administration) Building at Easter-time, 1956. Mr. Dulles's private dining room was very small and a maximum of eight people could be accommodated at his table. A kitchen was installed in an adjoining room and two additional rooms were reconfigured for use as a staff dining room -- a maximum of 24 people could be served here.

The Director's and Executive dining rooms were established to provide the DCI and the DDCI and their deputies and staffs with secure surroundings for official and special luncheons. As a secondary objective, and in the interests of obtaining maximum use of

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the dining room facilities, they are used by other key Agency personnel. The operating personnel were originally assigned on the T/O of the office of the Director and were managed by an assistant to the DCI. The responsibility included the custodianship of the dining room fund: accountability for money, supplies, and equipment; and supervision of the planning, purchasing, and serving of food.

By 17 March 1958 the membership of the Executive mess had reached 69. Each member was required to pay an entrance fee of \$20, refundable upon withdrawal. The fees were to be used as a revolving fund for food purchases. As a reserve to meet refunds in the event of membership turnover, \$1,000 was maintained in the Credit Union at no interest. It developed that the \$1,000 held in escrow served no useful purpose, and accordingly the entrance fee was reduced from \$20 to \$5 for new members and a refund of \$15 was made to each member. Despite the fact that the original price was \$1 for the regular luncheon -- soup or juice, a meat course with vegetable or salad, and a dessert of blueberry tarts or strawberry shortcake -- the 69 members attended the mess only sporadically. As there were never more requests for reservations than there was

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space available, a program to recruit more members was undertaken and invitations were sent to all supergrade personnel and other individuals holding top-echelon positions. This facility continued to serve the Director and staff, as well as visitors, until it was moved to the new building on 25 November 1961.

25X1 [redacted] had been named the new DCI on 27 September 1961, and he and his staff moved to a temporary office location on the third floor at Headquarters. A food service container was purchased, and prepared food was bought from the GSI Cafeteria for Mr. McCone and was served in his office by two waiters, [redacted]

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[redacted] [redacted] remained in his suite in the Administration Building to finish his papers.

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25X1 [redacted] a personal secretary, and a Security Officer remained with Mr. Dulles. [redacted] and [redacted] waiters, continued to serve light lunches to them until Mr. Dulles retired on 30 June 1962.

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The original purpose of the establishment of the Executive Dining Room was to offer senior Agency officials a physically secure area in which to transact business during the lunch hour and to afford an opportunity to bring together officials whose busy schedules might preclude such meetings if they were not arranged

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at the meal hour. Also, because of the unusual nature and sensitivity of business, there is an influx of senior visitors -- ambassadors, congressmen, foreign officials, and the like -- in the building during lunch hours, and it would have been neither appropriate nor possible to have them dine in the GSI cafeteria.

Within the present framework of the operation, the dining room is capable of handling on short notice almost any type of catered function or special event. Luncheon can be served to conferees visiting US officials who cannot leave the building because of time factors. In addition to official functions there have been numerous retirement receptions and Christmas parties held for Agency employees and their guests.

During the fall of 1963 Mr. McCone requested that the DCI's suite and the dining rooms be upgraded and redecorated. The newly decorated suite was completed in December 1963, enabling Mr. McCone to entertain his Deputy and the Executive Director on Christmas Eve. The Chief of LSD monitored the entire renovation job -- painting, carpeting, and purchasing of special furniture. Special china, designed with the Agency seal, was purchased from the Syracuse China Company. This was a prestige item for the Director and was

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not to be purchased by other offices or directorates. The cost of the china was greater than that of regular restaurant service, and the china may well be a collector's item.

On 1 June 1966 the responsibility for funds and personnel was transferred from the Office of the Director to the Office of the Chief of LSD. 19/ A contract was entered into with Gourmet Treats, Incorporated, to provide professional management services for the Executive Dining Room for a period not to exceed six months, with the privilege of contract renewal. The management continues in effect under Gourmet Treats.

The daily income from the Executive Dining Room has increased from \$110.09 for the period from 5 July 1965 to 6 May 1966 to \$201.40 for the period from 30 June 1969 to 1 May 1970. These figures include official and non-official functions. Appendix F contains sample menus from the Executive Dining Room.

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XII. Emergency Control Center

As a result of the great snow in January of 1966 an Emergency Control Center was established in the Office of the Chief of LSD. The blizzard, which started on Saturday, 29 January 1966 and continued through Tuesday, 1 February 1966, demonstrated the complete dependence of CIA's operation on the availability of transportation throughout the metropolitan area. Fortunately, the snow accumulation from a previous storm had been removed from the Headquarters Building compound; but a combination of the weekend work schedule and less-than-accurate weather forecasts caused the Agency to be unprepared for the paralysis that set in early Sunday morning, the 30th of January.

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25X1 Due to weather conditions, [redacted]
25X1 (DDP/DO) and [redacted] (EO/BPAM) coordinated
25X1 with [redacted] (C/LSD) by telephone and directed
25X1 a logistics officer to drive a Checker bus to make
25X1 special pick up of essential Agency employees on Monday
25X1 morning for [redacted] the DDP who was the
25X1 DCI Duty Officer.

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The Chief of the Motor Pool Branch was instructed to call every chauffeur in to work. The situation was explained to each of them, and they all responded. By a

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combination of walking, hitchhiking, and pooling the use of staff cars, ten chauffeurs were able to work Sunday afternoon. The primary task was dispatching cars to pick up people required for Sunday duty and rounding up all available snow-removal equipment.

The DCI Duty Officer kept emphasizing that everything humanly possible should be done to ensure the Agency's operation on Monday morning.

At 2100 hours on Sunday the requirements were reviewed by [redacted] and [redacted] and 25X1 25X1 the contact point in each directorate was called and informed of how transportation would be arranged for him for Monday morning. This took until about 2300 hours to accomplish. In the meantime the Night Security Officer had arranged with the cafeteria manager [redacted] 25X1 [redacted] to go into the cafeteria locker room and draw cold meats and cheese and bread for a sandwich supper for those in the building on Sunday night.

Arrangements for the use of snow removal plows were verified, and their use was discussed with [redacted] of GSA, the building manager. A call was made to Rosslyn Garage [redacted] for assistance in driving the equipment and helping clear the 25X1 25X1

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areas. By Monday morning, everything available was well organized. Three special airport limousine buses were dispatched to make the River Road, Route 7, and Route 50 runs. The runs went off without a hitch, and the vehicles returned to the building loaded. All drivers were used with every available staff car, and more than 200 people were transported to work during the day.

Late on Tuesday there was a forecast of a possible additional eleven inches of snow. Plans and support were developed, but the snow did not materialize. Snow removal continued to improve the situation, and a full-scale back-to-work movement was underway on Wednesday.

An emergency plan was formalized in [redacted]

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[redacted] Since that time the plan has been in force for snow emergencies, civil demonstrations, and civil riots. The plan is revised annually or more often, if necessary, in order that LSD can best plan to support continued operations during emergencies. The center is operative on a 24-hour basis as long as an emergency exists. A handbook of instructions and points of contact has been compiled for the use of the LSD Duty Officer. The handbook also includes telephone numbers,

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location of emergency equipment, gas tickets, and instructions about food supplies and bedding. These items of necessity are especially critical during an emergency because of the location of the Headquarters Building.

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XIII. Pneumatic Tube System

The pneumatic tube system in the Headquarters Building is an air-tube system that acts as a mechanical messenger and delivers correspondence, materials, and supplies between stations in the system. The CIA system is a unique installation in that it was designed specifically for the Headquarters Building and takes into account operational, security, and quantitative factors not normally encountered in similar installations of this type. Specifically, the overall system may be described as an automatic air tube consisting of 150 sending and receiving stations, four monitor installations for routing traffic automatically, various electronic gear to read the destinations set on the carriers, and the equipment to power the system. The container for material transmitted through the tubes is called a "carrier".

More than 25 miles of four-inch piping connects the various stations. There are 600 carriers, and the average transmission time is 57 seconds; there are 40,000 transmissions per week and more than two million per year. Only material at the Secret level and below is sent over most of the system.

The system was activated on 7 January 1963 and

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was announced by [redacted] 21/ The Chief of the MCB supervised the operation and carrier maintenance until FY 1968, when the function was transferred to the SM&FB for better management and maintenance.

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Appendix A

Chronology

June 1961	IG Survey of the Office of Logistics recommends separation of Headquarters Building housekeeping functions from operational (foreign and domestic) support activities of Office of Logistics.
10 October 1961	Administrative Staff of Office of Logistics proposes establishment of an Administrative Services Division, which in both organization and function is today's (1971's) Logistics Services Division.
22 October 1962	Logistics Services Division activated with [redacted] as Chief.
January 1963	Building Supply Section transferred to Logistics Services Division and, in addition to responsibility for Headquarters supply rooms, LSD now assumed responsibility for "satellite" supply rooms in numerous other buildings occupied by Agency.
February 1963	Staff Study proposes SOMAT liquid waste destruction equipment for classified trash be installed in lieu of incinerators.
Winter 1966	Emergency Control Center established and later formalized. LSD made responsible for supervision of emergency supplies in Headquarters Building.
1 June 1966	LSD given responsibility for supervision of funds and membership rolls of Executive Dining Room.
August 1966	[redacted] becomes Chief, LSD vice [redacted]

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September 1966 SOMAT classified waste destruction unit goes into operation.

February 1967 [redacted] becomes [redacted]
Chief, LSD vice [redacted]

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November 1967 [redacted] becomes Chief,
LSD vice [redacted]

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23 July 1968 Publication [redacted]

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Appendix B

Organization and Functions of the
Administrative Services Division

1. MISSION

Provide or arrange for direct service to the Agency in support of departmental buildings, personnel, supplies, and telephone communications; to develop procedures and schedules as may be necessary to accomplish the mission; to maintain service for the transportation of passengers between Agency buildings; to provide mail and courier service within the departmental area; to operate such central Agency telephone switchboards as may be required; to monitor and maintain the pneumatic tube and belt conveyor systems within the headquarters building; to provide minor moving services; to operate building supply stock rooms of administrative supplies throughout the headquarters area.

2. FUNCTIONS

a. Office of the Chief

- (1) To organize, direct and supervise the activities of the Administrative Services Division in such a manner as to insure that the mission of the Division is accomplished.
- (2) To develop, recommend and implement such procedures and schedules as may be necessary to accomplish the mission of the Division.
- (3) To provide staff guidance on the operation of the various support facilities provided by the Division.
- (4) To effect liaison with other components of the Agency as necessary to accomplish the mission of the Administrative Services Division.
- (5) To allot and control parking permits for areas made available for the use of the Agency.

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b. Transportation Branch

- (1) To provide headquarters motor pool passenger service, including the shuttle and special Agency bus service.
- (2) To provide special passenger car service as required by components of the Agency.

c. Mail and Courier Branch

- (1) To provide schedules and special courier and messenger service for the entire Agency, except for those offices providing their own courier and messenger service as approved by the Deputy Director (Support).
- (2) To provide armed courier(s) on specific assignments involving the risk of theft or compromise.
- (3) To provide, upon specific request, courier service to destinations away from the Washington area.
- (4) To maintain liaison with other Government agencies regarding mail and courier operations.
- (5) To receive, process, and distribute all official incoming and outgoing mail.
- (6) To maintain registry logs for all incoming and outgoing registered mail.
- (7) To maintain an up-to-date locator file of Agency personnel to facilitate the addressing of incoming mail for delivery to the various offices within the Agency.

d. Telephone Branch

- (1) To provide for and operate necessary central telephone switchboard service for the Agency.
- (2) To develop, review, and recommend procedures necessary for the operation of such a switchboard service.

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- (3) To serve as a central point for the reporting of telephone malfunctions and to pass such information to the Real Estate and Construction Division, Office of Logistics.
- (4) To provide a central telephone information service.

e. Conveyor Branch

- (1) To provide for the operation and maintenance of the headquarters building pneumatic tube and belt conveyor systems.
- (2) To develop necessary procedures, regulations, and training programs to insure the efficient functioning of the systems.

f. Building Services Branch

- (1) To provide for the carrying out of minor moves within and between various Agency departmental buildings.
- (2) To maintain and operate supply rooms which stock and issue expendable and non-expendable administrative supplies and equipment for Agency occupied buildings in the headquarters area.
- (3) To initiate requisitions and contractual maintenance services such as telephone buzzer installations, building repairs, alterations and maintenance services for various office equipment.
- (4) To be responsible for non-expendable property located in Agency occupied buildings.
- (5) To issue permanent property passes and authorize personnel to sign property passes for removal of property from Agency buildings.
- (6) To collect and dispose of classified trash from buildings occupied by the Agency in the departmental area.

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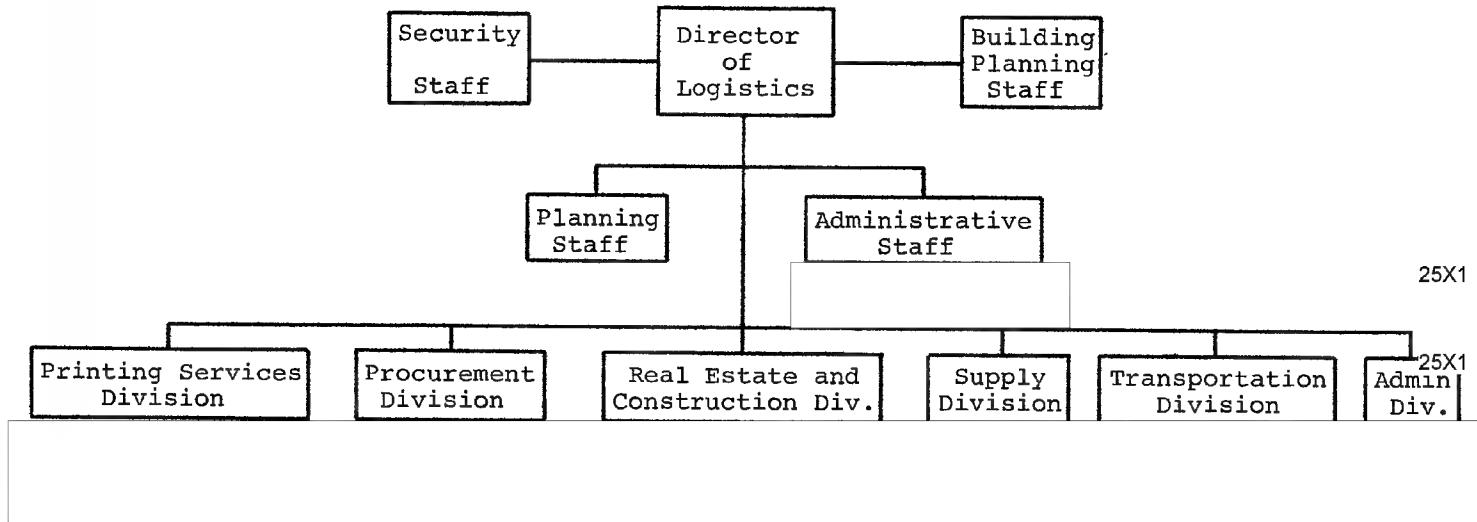
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S E C R E T

Appendix D

OFFICE OF LOGISTICS



C- Current Slots
P- Proposed Slots

SECRET

the translation of—

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DDS/OL/LSD

Each year, with much heraldic pomp and circumstance involved with notices, posters and other similar propaganda devices, Logistics representatives launch a campaign designed to recover surplus and/or unused Government property which employees tend to "accumulate" in the ordinary course of business. Some of this accumulation is a result of over-enthusiastic requisitioning from the supply room, but most accumulations pile up simply because of the failure to turn in those items that are no longer required. Let's face it—a great many people are pack rats. And the desire to do right is often overcome by the desire to covet, even if the target of this covetousness happens to be a heap of well-chewed-on pencil stubs.

With respect to the clean-up operation, this year has again provided Sundry Supply Officers with a resounding success story in that hoards of surplus paper clips have been added to stockpiles, and a goodly number of desks, chairs, typewriters, and other costly items of equipment have been turned in, thus affording a fair measure of economy for Uncle Sam. Seriously, congratulations are due all participants in this yearly program. So much for blood, sweat, and PRA.

Metaphorically, "Operation Clean Up" can be expanded to embrace the subject of Ecology, which has been described as, ". . . the study of human populations and of their reciprocal relations in terms of physical environment, spatial distribution, and cultural characteristics. . . ."² The term "Ecology" has been given an enormous amount of coverage by the news media these past several years in terms of the world's population problems coupled with the tremendous advances in technology during recent decades. Ecology has indeed become one of the more important topics of this era. The Louie Allens of the meteorological world (I refuse to refer to them as "weathermen") regularly furnish air pollution counts as a statistic on weather reports; poli-

ticians (in and out of office) are constantly considering new laws to prevent industry from creating those interesting collages of foamy greens, reds, purples, blues, and yellows in our rivers; and the dumping or spilling of oil in our harbors or offshore waters is no longer the "in" thing to do. However, all of these major environmental problems are gigantic in scope, and their solution will require the expenditure of time as well as vast sums of money, plus the whole-hearted support of our people as a nation.

More to the point of this article, we have ecological problems right within the Headquarters Buildings that we, as employees of this Agency, can do something about. Friends, the horrible truth is, our House is littered. And this litter is caused by our own thoughtlessness and disregard for ". . . the aggregate of all external and internal conditions effecting the existence, growth, and welfare of . . ."³ our fellow human beings.

The problem of litter as created by those known as "litterbugs" is a classic example of the type of ecological problem we can solve simply by being careful. And who was the sweet person who so thoughtfully deposited an empty coca cola can, three paper plates and a wad of napkins under a holly bush near the North Parking Lot one bright sunny day about three weeks ago? It must have been an interesting place to eat lunch since the lowest branch of the holly bush is only eight inches above ground level. In any event, the management provides numerous trash receptacles and the amount of physical labor required to convoy such litter to the nearest receptacle is minimal.

Another charming example of the ecological mores of the American male is one we shall entitle "The Corridor Conference." This situation requires three or more males standing in any corridor which has been freshly painted speaking in hushed conspiratorial tones. An alert passer-by can overhear phrases such as "miniskirt," "Redskins and seven points," or "what's your handicap?". At least one of these characters will be indolently taking his ease and supporting his bad back by planting the sole and heel of one shoe squarely against the freshly painted wall. This has two favorable results. First,

it will guarantee that the wall which was painted last week will soon look as though it were painted four years ago. Secondly, it keeps painters employed even if it is at the expense of overrunning the maintenance budget.

This could go on and on as there are countless examples which could be cited to graphically underscore the general thoughtlessness of people in connection with their relationship with their environment and fellow human beings. Oddly enough, many of those who are extremely vocal about our major ecology problems today generously contribute their own brand of dirt and litter to the general confusion. As we are in an age where this massive social problem has caused fundamental changes in our understanding and our outlook as to our environment, we must consider that philosophically, this problem of ecology has an important bearing upon the fate, and in a sense, the freedom of all mankind. Let us each in our own small way make it "our thing" to be thoughtful, be kind, and be clean.

(UNCLASSIFIED)

¹ Decoded from an ancient diorite stele found in the lower Somat Room. The literal translation is "Operation Clean Up."

² Standard Dictionary, International Edition, Volume I, Funk and Wagnalls, New York, 1967, p. 400.

³ *Ibid*, p. 425.

* * *

The best time to look for work is *after* you've been hired for the job.

* * *

Frustration — Finding out that you have an ulcer and you're not even a success.

Headquarters EMPLOYEE BULLETIN

#279

25 June 1971

SHUTTLE BUS SCHEDULE

1. The shuttle bus schedules shown on pages 2, 3, and 4 are effective 6 July 1971. Changes have been made in the schedules for Routes 1 and 2 to provide for bus departures from the Headquarters Building on the hour and the half-hour during normal work hours. An additional change has been made to include a stop at the Printing Services Building.
2. The schedule for Route 3 has been changed so that buses will depart from the Headquarters Building for New State on the hour and at 60-minute intervals rather than at 20-minute intervals as previously scheduled. Since direct service between the Headquarters Building and New State has thus been reduced, it should be noted that alternate service from the Headquarters Building to New State is provided on the half-hour by a Route 2 bus. Route 4 has been changed to add one limousine which will leave the Headquarters Building at 9:00 a.m.
3. Pocket-sized schedules may be obtained from receptionists and bus drivers.

DISTRIBUTION: ALL EMPLOYEES

4

ROUTE 1

LV Headquarters	7:30	7:45	9:00	10:00	11:00	12:00
Ames	7:52	8:07	9:14	10:14	11:14	12:14
Key	7:53	8:08	9:15	10:15	11:15	12:15
Magazine	7:54*	8:09**	9:16	10:16	11:16	12:16
Pentagon (B-7)			9:21	10:21	11:21	12:21
Executive Office Building			9:34	10:34	11:34	12:34
East	8:44	9:44	10:44	11:44	12:44	
New State	8:47	9:47	10:47	11:47	12:47	
Ames	8:54	9:54	10:54	11:54	12:54	
Key	8:55	9:55	10:55	11:55	12:55	
Magazine	8:56	9:56	10:56	11:56	12:56	
Printing Services Building	9:09	10:09	11:09	12:09	1:09	
AR Headquarters	8:35	9:10	10:10	11:10	12:10	1:10

ROUTE 2

LV Headquarters	8:30	9:30	10:30	11:30	12:30
Ames	8:54	9:44	10:44	11:44	12:44
Key	8:55	9:45	10:45	11:45	12:45
Magazine	8:56	9:46	10:46	11:46	12:46
East	9:05	9:55	10:55	11:55	12:55
New State	9:07	9:57	10:57	11:57	12:57
Executive Office Building	9:12	10:02	11:02	12:02	1:02
Pentagon (B-7)	9:25	10:15	11:15	12:15	1:15
Ames	9:30	10:20	11:20	12:20	1:20
Key	9:31	10:21	11:21	12:21	1:21
Magazine	9:32	10:22	11:22	12:22	1:22
Printing Services Building	9:45	10:35	11:35	12:35	1:35
AR Headquarters	9:46	10:36	11:36	12:36	1:36

*This vehicle goes from Magazine Building to the Headquarters Building.

**This vehicle goes from Magazine Building to East Building for 8:44 departure.

***This vehicle goes from the East Building to Ames Building for 5:10 departure.

****Rush hour service.

NOTE: LIMOUSINES MAY BE SUBSTITUTED FOR BUSES ON ROUTES 1 AND 2.

(RED SIGN)

1:00	2:00	3:00	4:00	4:40****	5:10****
1:14	2:14	3:14	4:14	4:54	5:24
1:15	2:15	3:15	4:15	4:55	5:25
1:16	2:16	3:16	4:16	4:56	5:26
1:21	2:21	3:21	4:21	5:01	
1:34	2:34	3:34	4:34		
1:44	2:44	3:44	4:44		
1:47	2:47	3:47	4:47		
1:54	2:54	3:54	4:54		
1:55	2:55	3:55	4:55		
1:56	2:56	3:56	4:56		
2:09	3:09	4:09			
2:10	3:10	4:10	5:10		

(WHITE SIGN)

1:30	2:30	3:30	4:30		
1:44	2:44	3:44	4:44		
1:45	2:45	3:45	4:45		
1:46	2:46	3:46	4:46		
1:55	2:55	3:55	4:55***		
1:57	2:57	3:57			
2:02	3:02	4:02			
2:15	3:15	4:15			
2:20	3:20	4:20	5:10****		
2:21	3:21	4:21	5:11		
2:22	3:22	4:22	5:12		
2:35	3:35	4:35			
2:36	3:36	4:36	5:26		

ROUTE NO. 3 (GREEN SIGN)
(60-minute Interval)

SOUTHBOUND

LV Headquarters	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00
AR New State	9:13	10:13	11:13	12:13	1:13	2:13	3:13	4:13

NORTHBOUND

LV New State	9:15	10:15	11:15	12:15	1:15	2:15	3:15	4:15
AR Headquarters	9:28	10:28	11:28	12:28	1:28	2:28	3:28	4:28

ROUTE NO. 4 (BLUE SIGN)

Limousine

LV Headquarters	*7:30	*8:00	*8:30	9:00	9:30	10:30	11:30	12:30	1:30	2:30
AR 1000 Glebe Rd	7:58	8:28	8:58	9:28	9:58	10:58	11:58	12:58	1:58	2:58
AR Kenwood Bldg	7:59	8:29	8:59	9:29	9:59	10:59	11:59	12:59	1:59	2:59
LV Kenwood Bldg	8:00	8:30	9:00	9:30	10:00	11:00	12:00	1:00	2:00	3:00
AR Headquarters	8:25	8:55	9:25	9:55	10:25	11:25	12:25	1:25	2:25	3:25
LV Headquarters	3:30	4:00	4:30							
AR 1000 Glebe Rd	4:03	4:33	5:03							
AR Kenwood Bldg	4:04	4:34	5:04							
LV Kenwood Bldg	*4:05	*4:35	*5:05							
AR Headquarters	4:30	5:00	5:30							

*Rush hour service between the Headquarters, Kenwood, and 1000 Glebe Road Buildings is provided at 7:30, 8:00, and 8:30 a.m. and 4:05, 4:35, and 5:05 p.m., Monday through Friday.

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EXECUTIVE DINING ROOM

Appendix H

Date

Regular Lunch	\$1.60
Steak Special—Delmonico	\$1.95
Sirloin	\$1.95
Filet Sandwich	\$1.95

A LA CARTE

Light Lunch	\$1.10
Low Cal	\$.95
Chef Special	\$1.10
Soup	\$.25
Salad	\$.20
A La Carte Salad Bowl	\$.30
Dessert	\$.25
Milk	\$.15
Coffee	\$.10
Tea	\$.10
Juice	\$.10
Cigar	\$.25
Cheese Cake	\$.30
A La Carte Jumbo Salad Bowl	\$1.10
Other	

Membership Acct. # _____

Signature _____

Room # _____

3259 (12-70)

Executive Dining Room

C H M E N U

WEEK OF 21 - 25 SEPTEMBER 1970

Each 25¢

TUESDAYVegetable Beef Chowder

Juice

Lima Bean Soup

Juice

Lamb Shish Kebab
On Toast
Vegetable of the Day
or
SaladMixed Grill
Vegetable of the Day
or
SaladTHURSDAYBeef & Tomato Soup

JuiceFRIDAYManhattan Clam Chowder

JuiceCorned Beef & Cabbage
Parsley PotatoesMixed Sea Food Pilaf
Vegetable of the Day
or
SaladDAILY STEAK SPECIALS - \$1.95

Filet Mignon Sandwich

Delmonico Steak

Prime Sirloin Steak

w/Wedge of Lettuce
Sliced Tomato

Juice

On Toast

Vegetable of the Day
or
Salad

Juice

Vegetable of the Day
or
SaladDESSERTSFruit
MelonSherbet
Ice CreamCheese Cake
Chocolate Sundae

Appendix H

Executive Dining Room

REGULAR LUNCH MENU

Regular Lunch - \$1.60

WEEK OF 21 - 25 SEPTEMBER 1970Soups & Desserts Are A'La Carte - Each 25¢MONDAY

Chicken Noodle Soup

Juice

Grilled Open Face
Sirloin Sandwich
Vegetable of the Day
or
Salad

TUESDAY

Vegetable Beef Chowder

Juice

Lamb Shish Kebab
On Toast
Vegetable of the Day
or
Salad

WEDNESDAY

Lima Bean Soup

Juice

Mixed Grill
Vegetable of the Day
or
Salad

THURSDAY

Beef & Tomato Soup

Juice

Corned Beef & Cabbage
Parsley Potatoes

FRIDAY

Manhattan Clam Chowder

Juice

Mixed Sea Food Pilaf
Vegetable of the Day
or
Salad

DAILY STEAK SPECIALS - \$1.95

Filet Mignon Sandwich
w/Wedge of Lettuce
Sliced Tomato

Delmonico Steak
Juice
Vegetable of the Day
or
Salad

Prime Sirloin Steak
On Toast
Juice
Vegetable of the Day
or
Salad

DESSERTS

Fruit
Melon

Sherbet
Ice Cream

Cheese Cake
Chocolate Sundae



Executive Dining Room

L I G H T L U N C H M E N U

A'LA CARTE

WEEK OF 21 - 25 SEPTEMBER 1970

LIGHT LUNCH - \$1.10

MONDAY

Ham & Swiss Cheese
On Whole Wheat
Salad

TUESDAY

Texas Hot Dog
w/Mexican Chili Sauce
Salad

WEDNESDAY

Sliced Turkey Sandwich
Salad

THURSDAY

Reuben Sandwich
Salad

FRIDAY

Corned Beef on Rye
Salad

LOW CAL - 95¢

MONDAY

Philadelphia Cream Cheese
On Boston Brown Bread
Peach Half
On Bed of Lettuce

TUESDAY

Pickled Herring
In Wine Sauce
Shredded Onion
Tomato
On Bed of Lettuce
Pumpernickel Roll

WEDNESDAY

Broiled Fish
Wedge of Lettuce

THURSDAY

Fruit Plate
Sherbet
On Bed of Lettuce

FRIDAY

Pineapple Ring
Cottage Cheese
Sliced Tomato
On Bed of Lettuce
Crackers

Director's Dining Room

Lamb or Veal Chops - \$2.50 (Includes Everything but drinks)
Delmonico or Sirloin - \$3.00 (Includes Everything but drinks)
Filet Mignon Luncheon - \$3.75 (Includes Everything but drinks)
Cornish Hen Stuffed w/Wild Rice - \$2.50 (Includes Everything but drinks)



S E C R E T

Appendix I

Source References

1. Inspector General's Survey, Jun 61; pp. 24, 134-39, 212-14, and 234-55. S. OL/LSD files.
2. Memo, C/AS/OL to D/L, 10 Oct 61, sub: Proposed Administrative Services Division, Office of Logistics, w/atts: Organization Charts, Functional Statement, Origin of Slots. S. OL/LSD files.
3. Memo, D/L to DDS, 27 Aug 62, sub: Proposed Administrative Services Division, Office of Logistics. S. OL/LSD files.
4. Headquarters Notice [redacted], 23 Oct 62; later rescinded 25X1 by [redacted] 18 Jan 63. S. Headquarters Reg [redacted] 21 Oct 68 (Revised). S. OL/LSD files. 25X1
5. Memo, C/LSD/OL to LSD Branch Chiefs, 10 Apr 63, sub: Merger of Space Allocations Branch and Building Facilities Branch. U. OL/LSD files.
6. Contract: General Services Administration (GSA) - Interior Space Design Corporation (ISD), Contract No. 77265, 1961. U. Contract: Logistics Services Division, Office of Logistics, CIA (LSD/OL/CIA) - Interior Space Design Corporation (ISD), Contract No. XE-2548/4. U. OL/LSD files.
7. Memo, D/L to Chairman, Steering Committee, 6 Feb 57, sub: Cafeteria Concession, DDS 57-0425. S. OL/LSD files.
8. Ibid. S. OL/LSD files.
9. Memo, DDS to D/L, 27 Dec. 62, sub: Use of Cafeteria Facilities in the Headquarters Building. S. OL/LSD files.
10. Letter, Exec Vice Pres & Gen Mgr, Government Services, Inc. (GSI) to Exec Sec, Virginia Commission for Visually Handicapped, 17 Dec 62, with executed contract between GSI and Auto-Vend Coffee Time, Inc. U. OL/LSD files.

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